

Pride and respect in volunteers' organizational commitment

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Abstract

As volunteer organizations cannot rely on instrumental means to motivate their workers, we examine organizational commitment as a focal indicator of work motivation among volunteers. Based on a social identity analysis and previous work among paid employees, we argue that pride in the organization and respect from the organization predicts organizational commitment among volunteers. We further propose that among volunteers the perceived importance of volunteer work is an antecedent of pride, and that perceived support from the organization is an antecedent of respect. In this study among volunteer workers, Structural Equation Modeling (SEM) offers empirical support for our hypothesized model. In addition to the theoretical significance of developing a model that explains organizational commitment among volunteer workers, this study also has practical relevance, as it indicates that volunteer organizations might convey the importance of volunteer work and provide organizational support to induce pride and respect as a means of enhancing organizational commitment among their volunteers. Copyright © 2007 John Wiley & Sons, Ltd.

Theories of work motivation consider the factors that energize, direct, and sustain the efforts of individual employees on behalf of the work organization (e.g., Pinder, 1998). Instrumental considerations are often considered to constitute the primary reason that people connect to the organization, and are willing to work on its behalf (see Steers, Porter, & Bigley, 1996). Volunteer organizations lack instrumental means (e.g., wages) to engage and motivate their workers (Meijs, 1997; Pearce, 1993). Although volunteer work is of great importance to society (e.g., Meijs, 1997; Pearce, 1993), it is therefore often difficult for volunteer organizations to attract, motivate, and retain volunteers.

In the present paper, we focus on organizational commitment as a key motivational factor in volunteer organizations and examine whether the notion that feelings of pride and respect foster commitment to the organization (see Tyler, 1999; Tyler & Blader, 2000) can be used to address and

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understand the commitment of volunteer workers. In doing this, we expand upon the social identity-based model of cooperation with the organization (see Tyler, 1999) to include antecedents of pride and respect that volunteer organizations can specifically address in order to enhance the commitment of their volunteers.

A SOCIAL IDENTITY APPROACH TO PRIDE AND RESPECT IN ORGANIZATIONS

A basic assumption in social identity and self-categorization theory (Tajfel & Turner, 1979; Turner, 1987) is that people tend to think of themselves in terms of the groups and organizations to which they belong. As a result of social identification (or self-categorization) processes, people may develop a sense of psychological attachment to their organization(s), which can be an important predictor of their motivated behavior (Ellemers, 2001; Ellemers, De Gilder, & Haslam, 2004). More specifically, on the basis of the social identity framework, Tyler and Blader (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003) have proposed different models to understand how psychological engagement can develop when people see themselves as members of particular groups, organizations or societies. In line with social identity theory (Tajfel & Turner, 1979), Tyler and Blader (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003) assume that people should become more psychologically engaged with an organization, to the extent that their membership in this organization contributes to a positive social identity. That is, Tyler and Blader (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003) argue that the extent to which people can derive *pride* from the organization as well as the extent to which they receive *respect* within the organization, determine the extent to which their membership in the organization contributes to a positive identity. Hence, they for instance predict that pride and respect should induce a sense of commitment to the organization (see Tyler, 1999; Tyler & Blader, 2000). The term *pride* is used to refer to the conviction that the *organization* is positively valued; *respect* denotes the belief that the *self* is valued as a member of the organization (Tyler & Blader, 2002).

In their research among paid employees, Tyler and Blader (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003) found that pride and respect were directly and positively associated with psychological engagement with the organization. Converging evidence for the proposed causality of this relation is found in experimental studies, showing that manipulations of pride (e.g., Branscombe, Spears, Ellemers, & Doosje, 2002) and respect in work groups (e.g., Sleebos, Ellemers, & De Gilder, 2006) induce psychological attachment to the group. Based on this reasoning and previous research among paid employees, we generally argue that when *volunteer workers* experience pride and respect, this should foster their sense of commitment to the volunteer organization (Figure 1). In the present research we specifically focus on organizational commitment among volunteers and not on for instance cognitive identification with the volunteer organization, because it has been found (Riketta, 2005) that (affective) organizational commitment (instead of organizational identification) is especially relevant to predicting individual behavior and behavioral intentions on behalf of the organization (e.g., absenteeism, intent to stay).

ORGANIZATIONAL COMMITMENT

In research among paid employees, organizational commitment emerges as a central indicator of work motivation (O'Reilly & Chatman, 1986). Meta-analyses show that commitment not only correlates

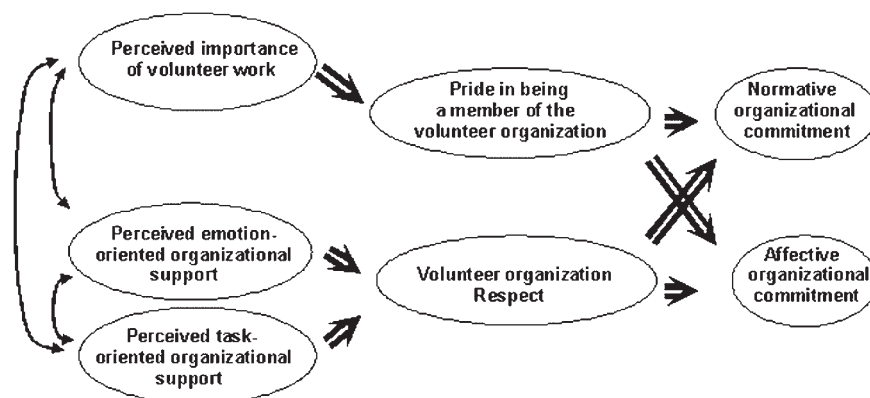


Figure 1. The predicted positive (cor)relation of the perceived importance of volunteer work and the perceived (emotion-oriented and task-oriented) organizational support with organizational commitment through pride and respect

with a variety of behavioral indicators, such as employee turnover, attendance, tardiness, and absenteeism (Mathieu & Zajac, 1990), but that it is also strongly related to organizational citizenship behavior (Organ & Ryan, 1995). This is consistent with the notion that commitment indicates workers' motivation to 'go the extra mile' for the organization. Organizational commitment also is relevant to the organizational behavior of volunteers (e.g., Dailey, 1986).

Organizational commitment has been assessed in different ways (Morrow, 1983; Mowday, Steers, & Porter, 1979). However, in the present research we adopt the conceptualization and measure developed by Allen and Meyer (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997), as it most clearly defines commitment as a *psychological* construct that is independently of the behavioral intentions people may have. Furthermore, Allen and Meyer (Allen & Meyer, 1990; Meyer & Allen, 1991, 1997) distinguish between *affective* and *normative* components of commitment. This distinction can also be made in the commitment of volunteer workers (e.g., Dawley, Stephens, & Stephens, 2005; Liao-Troth, 2001; Stephens, Dawley, & Stephens, 2004). In the present research we do not address the third component in Allen and Meyer's (1990) model, *continuance* commitment, as it refers to instrumental ties between the individual and the organization, and in previous research was found not to be relevant for volunteer workers (e.g., Liao-Troth, 2001; Stephens et al., 2004).

Affective commitment refers to a sense of emotional attachment to the organization. For example where this is high one might feel such an emotional bond because one feels 'part of the family' in the organization. Normative commitment refers to a feeling of responsibility to stay with the organization. Where this is high, one may for example feel that it is immoral to leave the organization because its mission is seen to be very worthy. These two components of commitment are of particular relevance in the case of volunteers. That is, in research among paid employees, normative commitment is generally found to be less strongly related to other variables of interest than affective commitment, and is therefore often considered as relatively unimportant (Meyer & Allen, 1997; Meyer, Stanley, Herscovitch, & Topolnysky, 2002). However, we propose that among volunteers, who tend to have less frequent and structured interactions with the organization and its members than paid workers (Pearce, 1993), moral considerations are likely to be just as important as the affective ties they have with others in the organization in determining their commitment to the organization. Specifically, we hypothesize the following:

Hypothesis 1: Among volunteers the experience of pride in being a member of the volunteer organization and respect from the volunteer organization are directly and positively associated with affective and normative commitment to the volunteer organization.

ORGANIZATIONAL ANTECEDENTS OF PRIDE AND RESPECT

Based on previous theory and research, we have argued that organizational commitment is a key factor in the motivation of volunteer workers, and that pride and respect should foster commitment to the volunteer organization. However, for volunteer organizations to benefit from this knowledge, we should also establish which characteristics of the *volunteer organization* might possibly induce feelings of pride and respect among volunteers. Thus, to complement to previous findings regarding the antecedents of feelings of pride and respect among paid workers (see for instance Tyler & Blader, 2003; Fuller et al., 2006), we will now focus on antecedents of pride and respect that are relevant to the field of volunteer work.

Given that pride stems from the conviction that the organization is positively valued (Tyler & Blader, 2002), we argue that individual volunteers may take pride in their volunteer organization to the extent that they feel that it meets its primary goals of *helping* society and its members (Meijs, 1997; Pearce, 1993) through their work as a member of the volunteer organization. This reasoning is consistent with previous work (e.g., Galindo-Kuhn & Guzley, 2001) indicating that volunteers are more satisfied and less likely to quit volunteering to the extent that they clearly perceive their volunteer efforts to benefit others. We thus hypothesize that the perceived importance of their work for the people the volunteer organization is trying to serve, affects volunteers' pride in the organization, which in turn should be related to organizational commitment (Figure 1). Specifically, we hypothesize the following:

Hypothesis 2: Among volunteers the perceived importance of volunteer work is directly and positively associated with pride in being a member of the volunteer organization (2a), and the perceived importance of volunteer work is indirectly and positively associated with affective and normative organizational commitment through pride (2b).

Respect denotes the belief that the self is valued as a member of the organization (Tyler & Blader, 2002), which can be communicated for instance by just treatment. Both in for-profit (Eisenberger, Huntington, Hutchinson, & Sowa, 1986) and in volunteer organizations (Farmer & Fedor, 1999) the general provision of support is seen as a way for the organization to communicate that it values individual workers and cares for their well-being. Accordingly, Rhoades and Eisenberger (2002) indicate that perceived organizational support can yield important benefits, such as the feeling of being respected by the organization. Previous work on support for volunteers (Clary, 1987) distinguished between emotion-oriented support and task-oriented support.

Emotion-oriented support addresses the recipient's feelings and sense of well-being, conveying concern and appreciation for the individual volunteer. Task-oriented support refers to more concrete forms of assistance that directly facilitate task performance, and communicates in this way that the organization values the contributions of its volunteers. In volunteer organizations, funds and resources to provide support to volunteers tend to be quite limited (Pearce, 1993), and furthermore the aim of the volunteer organization is to help its clientele instead of paying attention to its volunteers. Therefore, we propose that both emotion- and task-oriented support from the volunteer organization directed to its volunteers can make volunteer workers feel respected by the organization (see also Fuller, Barnett,

Hester, & Relyea, 2003), which in turn should be related to organizational commitment (Figure 1). Specifically, we hypothesize that:

Hypothesis 3: Among volunteers the perceived emotion-oriented and task-oriented organizational support is directly and positively associated with volunteer organization respect (3a), and the types of perceived organizational support are indirectly and positively associated with affective and normative organizational commitment through respect (3b).

METHOD

Participants

Participants were 89 fundraising volunteers from a Dutch volunteer organization whose primary mission is to find a cure for cancer by funding relevant scientific research. The volunteers in this organization all have their own districts across the Netherlands in which they help the volunteer organization in setting up and managing its annual fundraising campaign on a local level. Ninety-four questionnaires were returned by mail (response rate = 23.5%), and 89 were complete and could be used for the particular analysis of this study. The respondents' mean age was 57.3 ($SD = 11.4$), 84.3% were women, and 41.6% held paid jobs besides working as a volunteer. The sample is representative of volunteer workers in general, because volunteer work in volunteer organizations is commonly carried out by a majority of women volunteers (see for instance Greenslade & White, 2005; Penner & Finkelstein, 1998; Tidwell, 2005), and more specifically because the mean age of our volunteers is consistent with findings from Knulst and Van Eijck (2002) who report that in the Netherlands most volunteers are between 46 and 75 years of age.

Procedure

The volunteers received a survey with an accompanying letter in which they were asked for their participation by the volunteer organization and the researchers, told that the volunteer organization needed their opinion to improve its volunteer policy, and guaranteed anonymity. The volunteers participating in the study sent their surveys in a self-addressed return envelope to the volunteer organization, which handed the envelopes unopened to the researchers.

Measures

Measures were adapted from validated scales or consisted of existing scales that were translated into Dutch. When necessary, items were adjusted to be more appropriate to volunteer work as is common practice in research among volunteers (e.g., Tidwell, 2005). All items are listed in Table 3, together with their factor loadings. Responses were recorded on 5-point scales (1 = *totally disagree*; 5 = *totally agree*). We measured the *perceived importance of the volunteer work* with items based on the Volunteer Satisfaction Index (Galindo-Kuhn & Guzley, 2001). We measured the *perceived emotion-oriented and task-oriented organizational support* with items based on the Volunteer Satisfaction Index (Galindo-Kuhn & Guzley, 2001). *Pride* was assessed with items adapted from the autonomous

pride scale, and we measured volunteer organization *respect* with items adapted from the autonomous respect scale (Tyler & Blader, 2002). *Commitment* to the volunteer organization was measured with items adapted from the scales developed by De Gilder, Van den Heuvel, and Ellemers (1997), based on the work of Allen and Meyer (1990). As *control* variables we asked participants to indicate their age, gender, and the number of years of tenure in the volunteer organization.

RESULTS

Preliminary Analyses

We calculated average scores for each of the intended scales to inspect scale reliabilities and to conduct preliminary analyses of the correlations among the constructs (see Table 1). All scale reliabilities were 0.75 or higher. Correlations between model parameters were significant and in the direction predicted by the model. Of the control variables, age, and gender were not associated with any of the model variables, thus these were not included in further analyses. Because reliable correlations were observed between years of tenure and several model variables, we controlled whether the relationship with organizational tenure might spuriously account for the interrelations between these variables. We therefore calculated partial correlations between these model variables, correcting for the variance in organizational tenure. However, when controlling for organizational tenure, the partial correlations between emotion-oriented support and respect ($r = .61, p < .001$), task-oriented support and respect ($r = .53, p < .001$), pride and affective commitment ($r = .59, p < .001$), and respect and affective commitment ($r = .55, p < .001$) all remained intact. As a result, we decided that tenure in the organization is not relevant to the structural relations between these variables in the hypothesized model (Figure 1), and we did not include tenure as a variable in further analyses.

Measurement Analysis

We conducted confirmatory factor analysis (CFA) in EQS 6.1 (Bentler & Wu, 2004) in order to examine whether the items should be clustered as predicted. We report the chi-square (χ^2), the Non-Normed Fit Index (NNFI), the Comparative Fit Index (CFI), and the Root Mean Square Error of Approximation (RMSEA) as omnibus fit indexes. In the case of measurement analysis (as well as structural analysis), these typically indicate model fit when the values of NNFI and CFI are between 0.90 and 1, and when RMSEA is less than 0.10 (Diamantopoulos & Siguaw, 2000; Schumacker & Lomax, 2004).

The hypothesized 7-factor model showed an acceptable fit to the data of $\chi^2(149, N = 89) = 195, p < .01$, NNFI = 0.94, CFI = 0.96, and RMSEA = 0.06. In order to further examine the validity of the hypothesized 7-factor measurement model, we subsequently tested this model against alternative measurement models (Table 2). For instance, we tested the hypothesized measurement model against the 6A-factor measurement model in which affective and normative organizational commitment were merged into one aggregate factor, that was constructed because the different types of organizational commitment could have been understood as merely reflecting a global sense of organizational commitment by the respondents, as suggested by the correlation between these two constructs ($r = .47, p < .01$).

Furthermore, before addressing our hypotheses that the independent latent variables (i.e., perceived importance of volunteer work and organizational support) are antecedents, in view of the correlations between the antecedents on the one hand and pride and respect on the other, in this case we specifically

Table 1. Correlations between averaged constructs

(<i>N</i> = 89)	<i>M</i>	<i>SD</i>	1	2	3	4	5	6	7	8	9	10
1. Perceived importance of volunteer work	4.16	0.61	(0.80)									
2. Perceived emotion-oriented organizational support	4.35	0.63	0.27*	(0.92)								
3. Perceived task-oriented organizational support	4.13	0.72	0.40**	0.39**	(0.84)							
4. Pride	3.86	0.82	0.64**	0.39**	0.39**	(0.86)						
5. Organizational Respect	4.02	0.60	0.49**	0.64**	0.56**	0.61**	(0.82)					
6. Affective commitment	3.47	0.78	0.49**	0.32**	0.33**	0.62**	0.58**	(0.83)				
7. Normative commitment	4.01	0.67	0.37**	0.25*	0.25*	0.39**	0.42**	0.47**	(0.75)			
8. Age ^a	57.3	11.4	-0.07	-0.02	0.03	-0.10	0.04	0.07	-0.01	—		
9. Gender	—	—	0.13	0.18	0.05	0.04	0.02	0.07	0.12	-0.03	—	
10. Organizational Tenure ^a	18.5	11.4	0.15	0.22*	0.21*	0.37**	0.29**	0.24*	0.16	0.57**	0.00	—

Note. Alpha coefficients in the parentheses.

* $p < .05$; ** $p < .01$.

^a $N = 88$ due to a missing value.

Table 2. Confirmatory factor analysis results

(<i>N</i> = 89) Model	χ^2	$\Delta\chi^2$	<i>df</i>	NNFI	CFI	RMSEA
7-factor measurement model	195***		149	0.94	0.96	0.06
6A-factor measurement model ^a	234***	39***	155	0.90	0.92	0.08
6B-factor measurement model ^b	271***	76***	155	0.86	0.89	0.09
6C-factor measurement model ^c	231***	36***	155	0.91	0.93	0.08
6D-factor measurement model ^d	236***	41***	155	0.90	0.92	0.08
6E-factor measurement model ^e	278***	83***	155	0.85	0.88	0.10
6F-factor measurement model ^f	234***	39***	155	0.91	0.92	0.08
1-factor measurement model	572***	377***	170	0.56	0.61	0.16

Note. $\Delta\chi^2$ indicates the deviation of each alternative model compared to the hypothesized 7-factor measurement model.

****p* < .001.

^aAffective + normative organizational commitment.

^bPerceived task-oriented + perceived emotion-oriented organizational support.

^cPerceived importance of volunteer work + pride.

^dPerceived task-oriented organizational support + respect.

^ePerceived emotion-oriented organizational support + respect.

^fPride + affective organizational commitment.

needed to establish that the antecedents can be seen as distinct constructs from its criterion variable (i.e., pride or respect). Thus, we constructed alternative measurement models in which we merged each type of presumed antecedent with its criterion variable (i.e., pride or respect), in order to examine whether these can be actually considered separate constructs. Finally, because pride sometimes shares overlap with organizational identification on the measurement level, and because organizational identification itself is conceptually and empirically closely related to (but distinct from) affective organizational commitment (Riketta, 2005), we also tested an alternative measurement model in order to establish whether pride and affective organizational commitment are distinct constructs in the present research. In sum, as can be seen in Table 2, the alternative measurement models fitted the data significantly less well than the hypothesized 7-factor measurement model in terms of omnibus fit indexes as well as in terms of chi-square differences tests. Thus, the items are best clustered as intended, supporting the distinction we make between the hypothesized constructs. Furthermore, the fact that the one-factor measurement model does not have acceptable fit (Table 2) indicates that a single factor does not adequately account for the covariation among the items. This provides (initial) evidence against bias from common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

Structural Analysis

We used SEM executed in EQS 6.1 (Bentler & Wu, 2004) to test whether the hypothesized model (Figure 1) and its structural relationships are supported by the data. The statistics we obtained when testing the fit of the overall model were $\chi^2(160, N = 89) = 233$, *p* < .001, NNFI = 0.92, CFI = 0.93, RMSEA = 0.07. These statistics indicate that overall the hypothesized structural model (Figure 1) fits the empirical data well.

At this stage we tested the hypothesized structural model (Figure 1) against two alternative structural models. First, we tested a partially mediated model (examining whether importance of volunteer work and the two forms of organizational support directly predict organizational commitment in addition to the paths shown in Figure 1) to address the full mediation nature of the hypothesized structural model. The statistics obtained were $\chi^2(154, N = 89) = 226$, *p* < .001, NNFI = 0.91, CFI = 0.93, and RMSEA = 0.07. A chi-square differences test showed that the fit of the partially mediated model

Table 3. Standardized parameter estimates of factor loadings, R^2 's, and item means

Questionnaire item	Factor loadings		
	Factor Loadings	R^2	Item means
<i>(N = 89)</i>			
Perceived Importance of Volunteer Work			
1.) 'I perceive that my volunteer work benefits the <clientele of volunteer organization>'	0.64	0.41	3.73
2.) 'My voluntary effort really benefits <name volunteer organization>'	0.82	0.67	4.39
3.) 'My volunteer work is of importance for <mission volunteer organization>'	0.89	0.78	4.36
Perceived Emotion-oriented Organizational Support			
1.) '<Name volunteer organization> appreciates the effort of her volunteers'	0.90	0.80	4.44
2.) '<Name volunteer organization> lets her volunteers frequently know that she appreciates their effort'	0.83	0.69	4.27
3.) '<Name volunteer organization> expresses its appreciation to its volunteers'	0.96	0.92	4.35
Perceived Task-oriented Organizational Support			
1.) '<Name volunteer organization> assists me sufficiently in my volunteer work'	0.90	0.80	4.27
2.) '<Name volunteer organization> advises and assists me in my volunteer work'	0.81	0.65	3.98
Pride			
1.) 'I am proud to be a member of an organization with a charitable cause'	0.84	0.70	3.75
2.) 'I am proud of being a member of <name volunteer organization>'	0.82	0.67	4.00
3.) 'I feel good when people describe me as a typical volunteer'	0.81	0.65	3.82
Volunteer organization Respect			
1.) 'I feel respected as a volunteer by <name volunteer organization>'	0.81	0.65	4.10
2.) '<Name volunteer organization> values my contribution as a volunteer'	0.83	0.69	4.18
3.) '<Name volunteer organization> cares about my opinion as a volunteer'	0.70	0.49	3.79
Affective organizational Commitment			
1.) 'I feel like part of the family at <name volunteer organization>'	0.75	0.56	3.26
2.) '<Name volunteer organization> has personal meaning to me'	0.84	0.70	3.89
3.) 'I feel as if the problems of <name volunteer organization> are my own'	0.78	0.60	3.25
Normative organizational Commitment			
1.) 'I feel morally responsible to work as a volunteer for <mission volunteer organization>'	0.87	0.76	3.91
2.) 'I feel morally responsible to work as a volunteer for charity'	0.59	0.35	3.80
3.) 'One of the major reasons I continue to work for <name volunteer organization> is that I find <mission volunteer organization> important'	0.71	0.50	4.33

is not significantly different ($\Delta\chi^2_6 = 7$, *ns*) from the more parsimonious hypothesized model (Figure 1). Furthermore, the Wald Test generated by EQS 6.1 (Bentler & Wu, 2004) indicated that the additional direct paths under examination could be omitted from the alternative model without substantial loss in model fit. Second, we tested an alternative model in which the directionality of *all* the structural relations was reversed, to examine whether this offers a better representation of the interrelations between the latent constructs. However, in this reversed causal order model neither the association between normative organizational commitment and pride ($\beta = -.02$, *ns*) nor the association between normative organizational commitment and respect ($\beta = .02$, *ns*) was significant. Furthermore, the Wald Test indicated that in the reversed model the paths from normative organizational commitment to pride and respect could be omitted from the reversed order model without substantial loss in model fit. This disconfirms the possibility that the reverse causal model provides an adequate representation of these data (cf. Branscombe, Schmitt, & Harvey, 1999). On the basis of these tests of alternative models, we accepted the hypothesized structural model (Figure 1) as the final model and proceeded with the examination of the hypothesized relationships among the latent variables.

We predicted that among volunteers the perceived importance of volunteer work is associated with pride (hypothesis 2a) and that perceived organizational support is associated with volunteer organization respect (hypothesis 3a). These predictions were supported by the SEM-analysis. The perceived importance of volunteer work is directly and positively associated with pride ($\beta = .73$, $p < .001$, $R^2 = .53$), and the emotion-oriented ($\beta = .50$, $p < .001$) and task-oriented organizational support ($\beta = .48$, $p < .001$) are directly and positively associated with respect. The two types of perceived organizational support jointly account for 68% of the variance in volunteer organization respect.

We predicted that among volunteers both pride and respect are associated with organizational commitment (hypothesis 1). This hypothesis was also supported by the SEM-analysis. Pride is directly and positively associated with both affective ($\beta = .59$, $p < .001$) and normative organizational commitment ($\beta = .35$, $p < .05$). Respect is directly and positively associated with both affective ($\beta = .33$, $p < .01$) and normative organizational commitment ($\beta = .27$, $p < .05$). Pride and respect jointly account for 57% of the variance in affective organizational commitment and for 25% of the variance in normative organizational commitment.

Finally, we predicted (hypotheses 2b and 3b) that the independent latent variables (the perceived importance of volunteer work and perceived organizational support) relate to organizational commitment through pride and respect, respectively. These hypotheses were also supported by the SEM-analysis. The results show an indirect and positive relation of the perceived importance of volunteer work with affective ($\beta = .43$, $p < .001$) and normative organizational commitment ($\beta = .25$, $p < .05$), through pride. The results also show an indirect and positive relation of perceived emotion-oriented organizational support with affective ($\beta = .16$, $p < .01$) and normative organizational commitment ($\beta = .14$, $p \leq .05$), through respect. Likewise, we observed a significant indirect and positive relation between task-oriented support and affective ($\beta = .16$, $p \leq .01$) as well as normative organizational commitment ($\beta = .13$, $p \leq .05$), through respect. These results support the structural model we hypothesized (Figure 1), and for an overview the final model is represented in Figure 2.

DISCUSSION

In line with our theoretical model (Figure 1) based on the work of Tyler and Blader (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003), we found that pride and respect are directly and positively

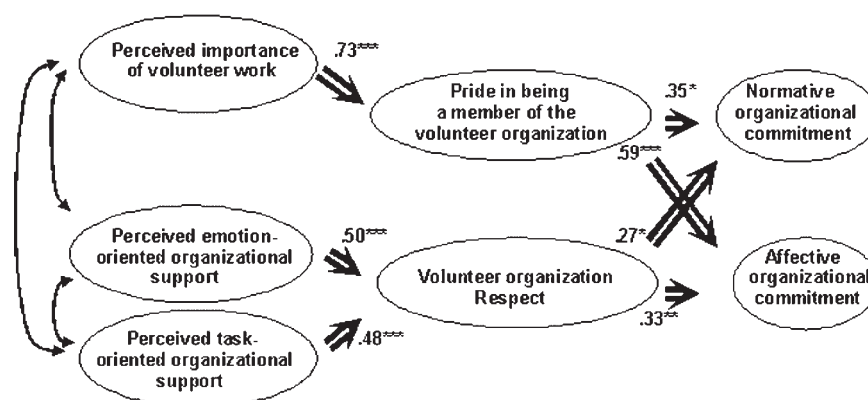


Figure 2. Results of the hypothesized structural model. Notes: Indirect effects can be calculated by multiplying the standardized regression coefficients of the relevant paths, and all indirect paths are significant. * $p < .05$, ** $p < .01$, *** $p < .001$

associated with organizational commitment among volunteer workers (H1), that the perceived importance of volunteer work is an antecedent of pride (H2a) (and of organizational commitment through pride, H2b), and that perceived organizational support is an antecedent of respect (H3a) (and of organizational commitment through respect, H3b).

This study shows that theoretical notions about pride and respect can be used to understand the organizational commitment of workers in volunteer organizations. Furthermore, this research elucidates how pride and respect can develop in response to specific characteristics of the volunteer organization, namely the extent to which it successfully conveys information about the importance of volunteer work, and the extent to which it communicates a sense of emotion- and task-support for its members. We think these are important contributions that have practical as well as theoretical significance. In particular, this knowledge may help volunteer organizations develop concrete policies and measures that induce pride and respect, as a means to foster commitment to the volunteer organization. More specifically, the results suggest that volunteer organizations can possibly induce feelings of pride among their volunteers, for instance by arranging informal meetings between their volunteers and the clientele of the organization so that the volunteers have the opportunity to hear from the organization's beneficiaries what the efforts of the volunteers mean to them. Furthermore, the results suggest that volunteer organizations can possibly enhance feelings of respect from the organization among their volunteers, for instance by letting their volunteer coordinators communicate (e.g., in a regular newsletter) that the organization appreciates the volunteers' donations of time and effort (emotion-oriented support) or by compiling a manual that provides guidelines for the volunteer activities that have to be carried out (task-oriented support).

Of course, this study also has its limitations, as it examines correlational data from cross-sectional self-reports provided by a relatively small sample of volunteers in a single organization. Indeed, the robustness of these findings should be cross-validated in future research, using additional methodologies and examining a broader range of volunteers from different organizations. However, there are a number of indications that the results we obtained do reflect meaningful relations between the hypothesized constructs. *First*, when we addressed the possibility of common method variance, we found that a one-factor measurement model did not fit the data, making it less likely that the observed relations stem from a methodological bias (cf. Podsakoff et al., 2003). *Second*, our interpretation of these data not only reflects the causal relationships proposed in the theoretical framework that we used

(Tajfel & Turner, 1979; Tyler, 1999), but is also consistent with research among paid employees (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003) as well as results from relevant experimental work (e.g., Branscombe et al., 2002; Sleebos et al., 2006). *Third*, we have empirically addressed the possibility that the causal relations between the model variables might be different, but these alternative models could not account for the present data. Thus, despite the limitations of the present study, we think it offers an interesting and important first step into this new area of research.

There still is much to be known about commitment in volunteer organizations and the way it relates to organizational behavior of volunteer workers (Dailey, 1986; Pearce, 1993). Future research in this area could address how different foci of commitment that are relevant for paid employees (e.g., Becker, 1992) relate to the commitment and organizational behavior of volunteer workers, as it is not self-evident that parallel relations should occur. For instance, whereas the interaction with colleagues in one's work team often constitutes the primary source of commitment in regular employment situations (Ellemers, De Gilder, & Van den Heuvel, 1998), team relations may be less important as a source of commitment for volunteer workers, whose interactions with fellow volunteers are likely to be less frequent and less structured (Pearce, 1993). Instead, it may well be that for volunteer workers, their commitment to the plight of the people the organization is trying to serve (customer commitment, cf. Reichers, 1985) is more important.

The reason that we considered commitment as the focal variable in this research, is the key role it is supposed to play in the motivation of volunteer workers (Dailey, 1986). Accordingly, future research might further explore how (different forms of) commitment affect(s) different behavioral efforts volunteer workers are expected to make. For instance, in line with what we know about paid employees, organizational commitment among volunteer workers should predict their tendency to remain involved with the organization, as well as their willingness to participate in concrete volunteer activities.

The literature is currently lacking models that can explain why people engage in volunteer work (Penner & Finkelstein, 1998). Furthermore, there is very little that we know about the things *a volunteer organization can do* to promote volunteerism (Fisher & Ackerman, 1998). Thus, we think that our conclusion that pride and respect (Tyler, 1999; Tyler & Blader, 2000, 2001, 2002, 2003) are relevant to the organizational commitment of volunteer workers, as well as the notion that it is possible to identify concrete characteristics of the volunteer organization that tend to instill pride and respect, offers a novel and promising perspective to theory development and the research on the organizational behavior of volunteers.

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